EFFECT OF MENTAL HEALTH RESOURCE PROVISION IN THE WORKPLACE ON EMPLOYEES' PERFORMANCE IN MANUFACTURING FIRMS IN ENUGU STATE

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Abstract

This study is on the effect of mental health resource provision in the workplace on employees' performance in manufacturing firms in Enugu State. The main objective of this study is to investigate the effect of mental health resource provision in the workplace on employees' performance in manufacturing firms in Enugu State. Specifically, the objectives were to determine the effect of mental health service education on employees' timely completion of job and to ascertain the effect of empathetic leadership on employees' output level in manufacturing firms in Enugu State. The study adopted descriptive survey design. The population of this study consisted of 850 employees of Juhel Nigeria Limited, Emenite Nigeria Limited and Innoson Nigeria Limited Enugu. A siample size of 272 was determined and utilized in the study. The data obtained were presented in frequency distribution tables and the corresponding values were expressed in percentages. In addition, the hypotheses developed for the study were tested using regression analysis with the aid of statistical package for social sciences (SPSS 26). The findings of the study revealed that Mental health service education had significant positive effect on employees' timely completion of job in manufacturing firms in Enugu State and that empathetic leadership had significant positive effect on employees' output level in manufacturing firms in Enugu State. The study concluded that by providing comprehensive mental health resource, manufacturing firms in Enugu state would create a supportive environment that promoted not only employee well-being but also improved overall performance through increased efficiency and productivity. It was recommended among other things that manufacturing firms should prioritize investment in mental health resource. By implementing educational programs that equipped employees to manage stress and recognize mental health issues in themselves and colleagues. These programmes would be combined with access to confidential mental health service to ensure employees felt supported and empowered to seek help when needed.

Introduction
1.1 Background of the Study
Provision of mental health resource in the workplace has become an increasingly important topic in the field of organizational psychology and human resource management. Mental health issues can significantly impact

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employees' well-being, job satisfaction, and overall performance in the workplace. In manufacturing firms, where employees often face high levels of stress due to demanding work environments, the effect of mental health resource provision on employees' performance is particularly crucial to investigate.

Mental health and work performance has evolved considerably over centuries. Early industrialization often disregarded the well-being of workers, prioritizing productivity above employee health (Brewerton, 2020). However, the 20th century saw a growing recognition of the impact of work on mental health, with studies highlighting the prevalence of work-related stress and its detrimental effects on productivity (Kahn, 1981). This recognition led to the development of occupational health psychology, a field dedicated to understanding and addressing the psychological aspects of work (Cooper & Dewe, 2001).

Globally, there is growing concern about the impact of mental health on the workforce. The World Health Organization (WHO) estimates that one in six adults experiences a mental health disorder in a given year (World Health Organization, 2019). This concern is amplified within the context of work, as work-related stress is a significant contributor to mental health problems (MentalHealth@Work, 2019). Organizations worldwide are increasingly recognizing the importance of employee mental health and are exploring ways to support their workforce. This includes implementing various initiatives, such as: Employee assistance programs (EAPs): Providing confidential counseling and support services to employees facing mental health challenges (International Labour Organization, 2016). Mental health awareness programs: Educating employees about mental health issues and promoting help-seeking behavior (MentalHealth@Work, 2019). Flexible work arrangements: Offering options like flexible hours or remote work to create a work-life balance and reduce stress (Kalleberg, 2011).

Nigeria is experiencing a rise in mental health concerns within its workforce. A 2015 study revealed that over 30% of Nigerians experience significant mental health issues (Adewuyi et al., 2015). This highlights the need for increased awareness and action regarding mental health in the Nigerian workplace. However, the current landscape of mental health support in Nigerian manufacturing firms is limited. While some larger organizations might offer EAPs or basic counseling services, comprehensive mental health resources are often lacking. Additionally, cultural stigma surrounding mental health can hinder employees from seeking help, further exacerbating the issue (Adewuya et al., 2021).

Research has shown that providing mental health resource in the workplace would lead to numerous benefits for both employees and organizations. Employees who have access to mental health support are more likely to experience reduced stress levels, improved job satisfaction, increased productivity, and better overall well-being. On the other hand, organizations that invest in mental health resources for their employees tend to see lower absenteeism rates, higher employee retention, and increased profitability (Adewuyi et al., 2015).

1.2 Statement of the Problem

In an ideal workplace scenario within, manufacturing firms would prioritize employee mental health and wellbeing by providing comprehensive mental health resources. These resources would be readily accessible, utilized by employees, and effectively address their mental health needs. As a result, employees would experience improved mental health, leading to positive outcomes such as: increased productivity and performance, reduced absenteeism and presenteeism, enhanced employee engagement and morale, improved decision-making and problem-solving abilities.

However, the current reality in many manufacturing firms in Enugu State falls short of this ideal. Limited awareness, access, and utilization of mental health resources are prevalent. This can be attributed to factors such as: stigma surrounding mental health within the workplace and society at large, limited financial resources allocated to mental health initiatives, lack of awareness among both employers and employees about the benefits

of mental health resources, inadequate training for managers and HR personnel to support employees facing mental health challenges.

The consequences of this situation are detrimental to both employees and organizations. For the employees, it could result to increased stress, burnout, anxiety, and depression, leading to decreased job satisfaction, motivation, and overall well-being. While for the organizations, it could lead to reduced productivity, increased absenteeism and presenteeism, higher turnover rates, and potential safety hazards.

A significant gap exists in our understanding of the specific effects of providing mental health resources on employee performance within the manufacturing sector in Enugu State. This study tends to investigate the effects of mental health resources provision in the workplace on employees' performance in manufacturing firms in Enugu state

1.3 Objective of the study

The main objective of this study is to investigate the effects of mental health resources provision in the workplace on employees' performance in manufacturing firms in Enugu state. Specifically, the work aims to:

i. Determine the effect of mental health service education on employees' efficiency in manufacturing firms in Enugu state.

ii. Ascertain the effect of empathetic leadership on employees' productivity in manufacturing firms in Enugu state.

1.4 Research Questions

The research questions are as follows;

i. What is the effect of mental health service education on employees' timely completion of job in manufacturing firms in Enugu State?

ii. What is the effect of empathetic leadership on employees' output level in manufacturing firms in Enugu State.

1.5 Statement of hypotheses

The follow hypotheses were stated to guide the work:

i. Mental health services education does not have significant effect on employees' timely completion of job in manufacturing firms in Enugu state.

ii. Empathetic leadership does not have significant effect on employees' output level in manufacturing firms in Enugu state.

1.6 Scope of the Study

The topic of this study is effect of mental health resource provision in the workplace on employees' performance in manufacturing firms in Enugu state. Geographically, this study focused on the selected manufacturing firms in Enugu state. The independent variable of the study is mental health resources provision, which is proxied by mental health service education and empathetic leadership. The dependent variable of the study is on employees' performance which is proxied by employees' output level and employees' timely completion of job. The unit of analysis is the employees of the selected manufacturing firm in Enugu State.

Review of Related Literatures

2.1 Conceptual Review

2.1.1 Mental health resource

Mental health resources encompass a wide array of interventions, services, and support systems designed to promote, protect, and improve an individual's mental well-being (World Health Organization, 2019). These resources aim to equip individuals with the tools and support they need to manage stress, cope with challenges, and maintain emotional and psychological well-being.

2.1.2 Mental health resource provision in the workplace

Mental health resources provision in the workplace refers to the strategies, programs, and services implemented by organizations to support the mental well-being of their employees. It involves creating a supportive work environment that promotes mental health awareness, reduces stigma around mental health issues, and provides access to resources for employees to seek help when needed. The goal of mental health resources provision in the workplace is to improve employee well-being, productivity, and overall organizational performance (Sauter & Murphy, 1995).

An aspect of mental health resources provision in the workplace is promoting mental health awareness among employees. This can be achieved through educational programs, workshops, and training sessions that aim to increase understanding of mental health issues and reduce stigma. By raising awareness about mental health, organizations can create a more supportive and inclusive work environment where employees feel comfortable seeking help when needed (World Health Organization, 2000).

Another important component of mental health resources provision in the workplace is providing access to mental health services and support. This can include Employee Assistance Programs (EAPs), counseling services, mental health hotlines, and referrals to external mental health professionals. By offering these resources, organizations can ensure that employees have access to the help they need to manage their mental health effectively (Greenberg, & Barling, 1999).

Furthermore, creating a culture of openness and support around mental health is crucial for the success of mental health resources provision in the workplace. This involves fostering a work environment where employees feel comfortable discussing their mental health concerns with supervisors, colleagues, or HR professionals without fear of judgment or discrimination. By promoting a culture of support and understanding, organizations can create a safe space for employees to seek help and access the resources they need (NIOSH, 2008).

2.1.3 Components of Mental health resources provision

a. Mental health services education

Mental health services education refers to the training and instruction provided to individuals pursuing careers in the field of mental health services. This education encompasses a wide range of topics, including but not limited to psychology, counseling, social work, psychiatry, and psychiatric nursing. The goal of mental health services education is to equip students with the knowledge, skills, and competencies necessary to effectively assess, diagnose, treat, and support individuals experiencing mental health challenges (Brown & Davis, 2022).

One key aspect of mental health services education is the emphasis on evidence-based practices. Students are taught to utilize research-backed interventions and therapies that have been proven effective in addressing various mental health conditions. Additionally, mental health services education places a strong emphasis on cultural competence and sensitivity. Students learn to recognize and respect the diverse backgrounds and experiences of their clients, ensuring that they can provide inclusive and equitable care (Green et al., 2020).

Furthermore, mental health services education often includes practical training components such as internships, clinical placements, and supervised practice. These hands-on experiences allow students to apply their theoretical knowledge in real-world settings under the guidance of experienced professionals. By engaging in direct client interactions, students can develop their clinical skills and build confidence in their ability to support individuals with mental health needs (Jones, & Johnson, 2021).

Overall, mental health services education plays a crucial role in preparing future professionals to address the complex and multifaceted challenges within the field of mental health. By providing comprehensive training that integrates theory, research, practice, and cultural competence, mental health services education ensures that

graduates are well-equipped to make a positive impact on the lives of individuals struggling with mental health issues (Smith et al., 2018).

b. Empathetic leadership

Empathetic leadership is a leadership style that emphasizes understanding and sharing the feelings of others, as well as showing compassion and empathy towards their experiences and perspectives. This approach involves actively listening to employees, acknowledging their emotions, and considering their well-being when making decisions. Empathetic leaders are able to connect with their team members on a deeper level, fostering trust, collaboration, and a positive work environment.

According to the Encyclopedia of Management, empathetic leadership is characterized by "the ability to recognize and understand the emotions of others, and to respond with sensitivity and compassion" (Pryor, 2006). This type of leadership is rooted in emotional intelligence, which involves self-awareness, self-regulation, social awareness, and relationship management (Goleman et al., 2002). Empathetic leaders are able to navigate complex interpersonal dynamics by demonstrating empathy, understanding, and support for their team members.

In his book "Primal Leadership: Realizing the Power of Emotional Intelligence," Daniel Goleman discusses the importance of empathy in leadership. He argues that empathetic leaders are better equipped to inspire and motivate their teams, as they are able to connect with individuals on an emotional level (Goleman et al., 2002). By demonstrating empathy, leaders can build stronger relationships with their employees and create a more inclusive and supportive work environment.

Empathetic leadership also plays a crucial role in conflict resolution and decision-making. According to the Harvard Business Review article "Why Empathy Is Key to Being an Effective Leader," empathetic leaders are better able to understand different perspectives and find common ground in challenging situations (Goleman et al., 2002). By considering the emotions and experiences of others, leaders can make more informed decisions that take into account the well-being of their team members.

2.1.4 Employees' performance

Employees' performance refers to the level of achievement and effectiveness demonstrated by individuals in carrying out their job responsibilities within an organization. It encompasses various aspects such as productivity, quality of work, efficiency, adherence to deadlines, creativity, problem-solving skills, teamwork, and overall contribution to the organizational goals and objectives. Employee performance is a critical factor in determining the success and competitiveness of an organization as it directly impacts productivity, customer satisfaction, profitability, and overall organizational performance.

A major determinant of employees' performance is their motivation levels. Motivated employees are more likely to be engaged in their work tasks, exhibit higher levels of commitment, and strive for excellence in their performance. According to Locke's Goal Setting Theory, setting specific and challenging goals can significantly enhance employees' motivation and performance (Locke & Latham, 2002). Moreover, providing regular feedback and recognition for employees' achievements can also boost their motivation levels and performance (Daniels, 2000).

Another crucial factor influencing employees' performance is their skills and competencies. Employees need to possess the necessary knowledge, skills, and abilities required to perform their job roles effectively. Training and development programs play a vital role in enhancing employees' competencies and improving their performance (Noe et al., 2019). Continuous learning opportunities help employees stay updated with the latest industry trends and technologies, enabling them to perform better in their roles.

Furthermore, the work environment and organizational culture significantly impact employees' performance. A positive work environment characterized by open communication, mutual respect, trust, and collaboration fosters

employee engagement and motivation (Robbins & Judge, 2019). On the other hand, a toxic work culture marked by conflicts, micromanagement, lack of support, or unfair treatment can demotivate employees and hinder their performance.

2.1.5 Components of Employees' performance

a. Employees' productivity

Employees' productivity or output level refers to the efficiency and effectiveness with which employees utilize their time, skills, and resources to achieve organizational goals and objectives. It is a crucial aspect of organizational performance as it directly impacts the overall success and competitiveness of a business. Productive employees are able to complete tasks in a timely manner, produce high-quality work, and contribute positively to the success of the organization (Robbins & Judge, 2019).

Productivity can be influenced by various factors, including employee motivation, job satisfaction, work environment, leadership style, training and development opportunities, and organizational culture. Motivated and engaged employees are more likely to be productive as they are committed to their work and strive to perform at their best. A positive work environment that promotes collaboration, communication, and recognition can also enhance employee productivity by fostering a sense of belonging and job satisfaction (Latham & Pinder, 2005).

Leadership plays a significant role in driving employee productivity by providing clear direction, setting realistic goals, offering support and feedback, and recognizing employees' contributions. Effective leadership can inspire employees to excel in their roles and achieve their full potential. Training and development programs are essential for enhancing employee skills and knowledge, which can lead to increased productivity through improved performance and efficiency (Hackman & Oldham, 2016).

Organizational culture also plays a critical role in shaping employee productivity. A culture that values innovation, creativity, teamwork, and continuous improvement can motivate employees to strive for excellence and contribute positively to the organization's success. By creating a supportive and empowering culture, organizations can foster a sense of ownership and accountability among employees, leading to higher levels of productivity (Cameron & Quinn, 2011).

b. Employees' efficiency

Efficiency or timely completion of job in the context of employees refers to the ability of individuals within an organization to perform tasks effectively and productively, utilizing resources such as time, energy, and skills optimally to achieve desired outcomes. It is a crucial aspect of organizational success as it directly impacts productivity, profitability, and overall performance. Employee efficiency can be influenced by various factors including motivation, training, work environment, leadership, communication, and organizational culture.

Motivation plays a significant role in enhancing employee efficiency. According to Locke's Goal Setting Theory, setting specific and challenging goals can motivate employees to increase their effort and performance (Locke & Latham, 2002). Additionally, providing rewards and recognition for high performance can further motivate employees to work efficiently (Luthans, 2011).

Training and development programs are essential for improving employee efficiency by enhancing their skills and knowledge. Continuous learning opportunities enable employees to stay updated with industry trends and best practices, leading to improved performance (Noe et al., 2019). Moreover, effective training programs can empower employees to handle tasks more efficiently and confidently.

The work environment also plays a crucial role in influencing employee efficiency. A positive work environment that promotes collaboration, open communication, and work-life balance can boost employee morale and productivity (Robbins & Judge, 2019). On the other hand, a toxic work environment characterized by conflicts, micromanagement, or lack of support can hinder employee efficiency (Schein, 2010).

Leadership style significantly impacts employee efficiency. Transformational leaders who inspire and motivate their team members tend to enhance employee engagement and performance (Bass & Riggio, 2006). In contrast, autocratic or laissez-faire leadership styles may demotivate employees and reduce their efficiency. Organizational culture also plays a vital role in shaping employee efficiency. A strong organizational culture that values innovation, teamwork, and continuous improvement can drive employee engagement and productivity (Schein, 2010). Conversely, a toxic or dysfunctional culture that promotes fear or resistance to change can impede employee efficiency.

2.2. Theoretical Framework

The two theories underpinning this study are the job demands-resources model and social exchange theory.

2.2.1 Job Demands-Resources Model

The Job Demands-Resources (JD-R) model by Bakker and Evangelia Demerouti (2007) is a psychological model that explains the relationship between job characteristics, employee well-being, and job performance. The model posits that every job has its demands and resources. Job demands are aspects of the job that require sustained effort and are associated with physiological and psychological costs, while job resources refer to those aspects of the job that help employees achieve work goals, reduce job demands, and stimulate personal growth and development.

In the context of mental health resources provision in the workplace, the JD-R model suggests that providing adequate mental health resources can act as a buffer against job demands such as stress, burnout, and mental health issues. By offering support systems, counseling services, flexible work arrangements, and promoting a positive work environment, manufacturing firms can enhance employees' well-being and performance.

2.2.2 Social Exchange Theory

Social Exchange Theory by Peter M. Blau (1964) posits that social behavior is the result of an exchange process. The theory emphasizes the give-and-take relationships between individuals based on mutual benefits. According to this theory, individuals engage in social exchanges with others when they believe that the benefits outweigh the costs.

In the context of mental health resources provision in manufacturing firms, Social Exchange Theory suggests that when employers provide mental health resources such as counseling services, employee assistance programs, or mental health awareness training, employees perceive these resources as valuable benefits. As a result, employees may reciprocate by demonstrating increased commitment to their work, higher job satisfaction, and improved performance.

2.3. Empirical Review

Okoro & Uzochukwu, (2019). Assessing the Relationship between Mental Health Resources Provision and Job Performance: A Study of Manufacturing Firms in Anambra State, Nigeria. This study was carried out in Anambra State, Nigeria, involving employees from various manufacturing firms. Surveys and structured interviews were used to collect data, which was then analyzed using statistical techniques. The results indicated a strong positive association between the availability of mental health resources at work and job performance among employees in Anambra State's manufacturing sector.

Näswall & Nyqvist, (2016). Mental health at work: A systematic review of interventions for preventing and managing common mental health problems in the workplace Systematic review of existing research on workplace interventions for preventing and managing mental health problems. The review identified various effective interventions, including stress management training, mindfulness-based programs, and cognitive-behavioral therapy, that can improve employee mental health. These improvements can potentially lead to enhanced performance and engagement in the workplace.

Ibrahim & Lawal, (2016). Effectiveness of Mental Health Interventions on Employee Well-being and Performance: A Study of Selected Manufacturing Firms in Kano State. The research was conducted in Kano State, Nigeria, focusing on employees from specific manufacturing firms. Data collection involved surveys and observations, with qualitative and quantitative analyses applied to evaluate the impact of mental health interventions on employee well-being and performance. The study demonstrated that mental health interventions positively influenced employee well-being and performance within the selected manufacturing firms in Kano State.

Kim, Park & Lee, (2016). The role of organizational culture in promoting mental health resources provision: A case study of manufacturing firms in South Korea. This case study involved multiple manufacturing firms in South Korea. Researchers examined the influence of organizational culture on the provision of mental health resources within these companies through surveys, interviews, and document analysis. Data analysis included thematic coding and content analysis. Findings: The study highlighted the crucial role of organizational culture in facilitating the effective provision of mental health resources in manufacturing firms, ultimately leading to improved employee performance.

Oyewole & Oladele, (2018). Impact of Mental Health Resources Provision on Employee Performance in Nigerian Manufacturing Firms: A Case Study of Lagos State. The study was conducted in Lagos State, Nigeria, focusing on employees working in various manufacturing firms. Data was collected through surveys and interviews. Statistical analysis was performed to assess the relationship between mental health resources provision and employee performance. The study found a significant positive correlation between the availability of mental health resources in the workplace and employees' performance in manufacturing firms in Nigeria.

3.0 Methodology

The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. The population of this study consists of 850 employees of Juhel Nigeria Limited, Emenite Nigeria Limited and Innoson Nigeria Limited Enugu. Since the population is small, we adopted a complete enumeration of the population by surveying the entire population. Taro Yamane's expression was used to determine the sample size of 272 used in the study. The validity of the instrument was tested using content analysis and the result was good. The researcher used a test- retest method in establishing the reliability of the instrument. The data obtained were presented in frequency distribution tables and the corresponding values were expressed in percentages. In addition, the hypotheses developed for the study were tested using regression analysis with the aid of statistical package for social sciences (SPSS 26)

4.1 Data Presentation and Data Analysis
4.2 Data Analyses
4.2.1 Objective One
Table 4.2.1 To determine the effect of mental health services education on employees' timely completion of job in manufacturing firms in Enugu state.

Options	SA Freq(%)	A Freq(%)	U Freq(%)	D Freq(%)	SD Freq(%)	Mean	Std
Since attending company-provided mental health services education programs, I feel better equipped to manage stress at work, allowing me to focus on my tasks more effectively.	114(42.3)	126(47.7)	10(3.8)	9(3.4)	5(1.9)	1.73	0.84
Understanding the signs and symptoms of mental health issues among colleagues has helped me identify potential challenges that might affect their work performance.	123(46.6)	113(42.8)	7(2.7)	14(5.3)	7(2.7)	1.78	0.93
Learning about available mental health resources within the company has encouraged me to seek help if needed, ensuring I can maintain my full efficiency at work.	169(64.0)	75(28.4)	9(3.4)	5(1.9)	6(2.3)	1.50	0.84
Overall, the mental health services education programs offered by my company have positively impacted my ability to complete tasks efficiently.	170(64.4)	73(27.7)	8(3.0)	8(3.0)	5(1.9)	1.50	0.85

Source: Field Survey, 2024.

Table 4.2.1 shows the responses of respondents on the effect of mental health services education on employees' timely completion of job in manufacturing firms in Enugu state. It shows that 114(42.3%) of the respondents strongly agree that since attending company-provided mental health services education programs, they feel better equipped to manage stress at work, allowing them to focus on their tasks more effectively. 126((47.7%) of them agree, whereas 10(3.8%) of them were undecided to this assertion, 9(3.4%) of them disagree and 5(1.9%) strongly disagree. With the mean and standard deviation of 1.73 ± 0.84, it implies that majority of the respondents agree that since attending company-provided mental health services education programs, they feel better equipped to manage stress at work, allowing them to focus on their tasks more effectively. It also shows that 123(46.6%)

strongly agree that understanding the signs and symptoms of mental health issues among colleagues has helped them identify potential challenges that might affect their work performance. 133(42.8%) of them agree, while 7(2.7%) were undecided, 14(5.3%) of them disagree and 7(2.7%) strongly disagree. This with the mean and standard deviation of 1.78± 0.93, it implies that majority of the respondents agree that understanding the signs and symptoms of mental health issues among colleagues has helped them identify potential challenges that might affect their work performance. The table further show that 169(64.0%) of the respondents strongly agree that learning about available mental health resources within the company has encouraged them to seek help if needed, ensuring they can maintain their full efficiency at work, 75(28.4%) of them agree, while 9(3.4%) of them were undecided, 5(1.9%) disagree and 6(2.3%) strongly disagree. This with the mean and standard deviation of 1.50± 0.84 implies that majority of the respondents strongly agree that learning about available mental health resources within the company has encouraged them to seek help if needed, ensuring they can maintain their full efficiency at work. The table finally show that 170(64.4%) of the respondents strongly agree that overall, the mental health services education programs offered by their company have positively impacted their ability to complete tasks efficiently, 73(27.7%) of them agree, where as 8(3.0%) were undecided, 8(3.0%) of them disagree and 5(1.9%) strongly disagree. This with the mean and standard deviation of 1.50± 0.85 implies that majority of the respondents strongly agree that overall, the mental health services education programs offered by their company have positively impacted their ability to complete tasks efficiently.

Table 4.2.2 To ascertain the effect of empathetic leadership on employees' output level in manufacturing firms in Enugu state.

Options	SA Freq(%)	A Freq(%)	U Freq(%)	D Freq(%)	SD Freq(%)	Mean	Std
My supervisor regularly demonstrates understanding and consideration for my personal well-being, which motivates me to work harder.	135(51.1)	88(32.6)	14(5.3)	23(8.7)	6(2.3)	1.78	1.04
I feel comfortable discussing work-related anxieties or challenges with my supervisor, knowing they will listen and offer supportive guidance.	142(53.8)	84(31.8)	9(3.3)	24(9.1)	5(1.9)	1.67	0.73
My supervisor recognizes and appreciates my contributions, which boosts my morale and inspires me to be more productive.	146(55.3)	83(31.4)	11(4.2)	17(6.4)	7(2.7)	1.82	0.65
The overall leadership style in my company fosters a collaborative and supportive environment, which allows me to focus on maximizing my productivity.	164(62.1)	62(23.5)	8(3.0)	23(8.7)	7(2.7)	1.57	0.84

Source: Field Survey, 2024.

Table 4.2.2 shows the responses of respondents on the effect of empathetic leadership on employees' output level in manufacturing firms in Enugu state. It shows that 135(51.1%) of the respondents strongly agree that their supervisors regularly demonstrate understanding and consideration for their personal well-being, which motivates them to work harder, 88(32.6%) of them agree, while 14(5.3%) were undecided to this assertion, 23(8.7%) of

them disagree and 6(2.3%) of them strongly disagree. With the mean and standard deviation of 1.78 $\pm$ 1.04, it implies that majority of them strongly agree that their supervisors regularly demonstrate understanding and consideration for their personal well-being, which motivates them to work harder. It also shows that 142(53.8%) of the respondents strongly agree that they feel comfortable discussing work-related anxieties or challenges with their supervisor, knowing they will listen and offer supportive guidance, 84(31.8%) agree, while 9(3.3%) of them were undecided, 24(9.1%) of them disagree and 5(1.9%) strongly disagree. With the mean and standard deviation of 1.67 $\pm$ 0.73, it implies that majority of the respondents strongly agree that they feel comfortable discussing work-related anxieties or challenges with their supervisor, knowing they will listen and offer supportive guidance. The table further show that 146(55.3%) of the respondents strongly agree that their supervisor recognizes and appreciates their contributions, which boosts their morale and inspires them to be more productive, 83(31.4%) of them agree, whereas 11(4.2%) of them were undecided, 11(6.4%) disagree and 7(2.7%) strongly disagree. This with the and standard deviation of 1.82$\pm$ 0.65, it implies that majority of the respondent strongly agree that their supervisor recognizes and appreciates their contributions, which boosts their morale and inspires them to be more productive. It finally shows that 164(62.1%) strongly agree that the overall leadership style in their company fosters a collaborative and supportive environment, which allows them to focus on maximizing their productivity, 62(235%) of them agree to this, while 8(3.0%) were undecided, 23(8.7%) of them disagree and 7(2.7%) strongly disagree. This with the mean and standard deviation of 1.57 $\pm$ 0.84, it implies that majority of the respondent strongly agree that overall leadership style in their company fosters a collaborative and supportive environment, which allows them to focus on maximizing their productivity.

4.3 Testing of Hypotheses

Hypothesis One

H₁: Mental health services education have significant positive effect on employees' efficiency in manufacturing firms in Enugu state.

Ho: Mental health services education does not have significant positive effect on employees' efficiency in manufacturing firms in Enugu state.

Table 4.3.1 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.960[a]	.921	.921	.27425	.501

Source: SPSS Version 26

a. Predictors: (Constant), Mental health services education
b. Dependent Variable: Employees' timely completion of job

Table 4.3.2 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	290.146	1	290.146	3857.644	.000[b]
	Residual	24.971	332	.075		
	Total	315.117	333			

Source: SPSS Version 26

a. Dependent Variable: Employees' timely completion of job
b. Predictors: (Constant), Mental health services education

Table 4.3.3 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.002	.033		-.067	.947
	Mental health services education	1.041	.017	.960	62.110	.000

Source: SPSS Version 26

a. Dependent Variable: Employees' timely completion of job

Result Summary

R = .960, R2 = .921, F = 3857.644, T = 62.110, DW = .501

Interpretation of the Result

A linear regression analysis was conducted to determine the effect of mental health services education on employees' timely completion of job in manufacturing firms in Enugu state. (table 4.3.1 – 4.3.3) shows that there is strong positive relationship between mental health service education and employees' timely completion of job (R- coefficient = .960). The R square, the coefficient of determination, shows that 92.1% of the variation in employees' timely completion of job can be explained by mental health service education with no autocorrelation as Durbin-Watson (.501) is less than 2. With the linear regression model, the error of estimate is low, with a value of about .27425. The regression sum of the square 290.146 is more than the residual sum of the square 24.971 indicating that the variation is due to chance. The F-statistics = 3857.644 shows that the model is significant. The extent to which mental health service education affects employees' timely completion of job. with .960 value indicates a positive significance relationship between mental health services education and employees' timely completion of job which is statistically significant (with t = 62.110) and p = .000 < 0.05.

Decision Rule

Reject null hypothesis (Ho) if P-Value < 0.05 and do not reject Ho if otherwise

Decision

Since the P-Value 000 < 0.05, we reject the null hypothesis (Ho) and then conclude that mental health services education have significant positive effect on employees' timely completion of job in manufacturing firms in Enugu state.

Hypothesis two

H1: Empathetic leadership have significant positive effect on employees' output level in manufacturing firms in Enugu state.

Ho: Empathetic leadership does not have significant positive effect on employees' output level in manufacturing firms in Enugu state.

Table 4.3.4 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.884[a]	.782	.781	.44941	.173

Source: SPSS Version 26

a. Predictors: (Constant), Empathetic leadership

b. Dependent Variable: Employees' output level

Table 4.3.5 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	240.564	1	240.564	1191.101	.000[b]
	Residual	67.053	332	.202		
	Total	307.617	333			

Source: SPSS Version 26

a. Dependent Variable: Employees' output level
b. Predictors: (Constant), Empathetic leadership

Table 4.3.6 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.024	.055		-.440	.661
	Empathetic leadership	1.040	.030	.884	34.512	.000

Source: SPSS Version 26

a. Dependent Variable: Employees' output level

Result Summary

R = .884, R2 = .782, F = 1191.101, T = 34.512, DW = .173

Interpretation of the Result

A linear regression analysis was conducted to ascertain the effect of empathetic leadership on employees' output level in manufacturing firms in Enugu state. (table 4.3.4 – 4.3.6) shows that there is strong positive relationship between empathetic leadership and employees' output level (R- coefficient = .884). The R square, the coefficient of determination, shows that 78.2% of the variation in employees' productivity can be explained by empathetic leadership with no autocorrelation as Durbin-Watson (.173) is less than 2. With the linear regression model, the error of estimate is low, with a value of about .44941. The regression sum of the square 240.564 is more than the residual sum of the square 67.053 indicating that the variation is due to chance. The F-statistics = 1191.101 shows that the model is significant. The extent to which empathetic leadership affects employees' output level. with .884 value indicates a positive significance relationship between empathetic leadership and employees' output level which is statistically significant (with t = 34.512) and p = .000 < 0.05.

Decision Rule

Reject null hypothesis (Ho) if P-Value < 0.05 and do not reject Ho if otherwise

Decision

Since the P-Value 000 < 0.05, we reject the null hypothesis (Ho) and then conclude that empathetic leadership have significant positive effect on employees' output level in manufacturing firms in Enugu state.

5.1 Summary of Findings

➤ Mental health services education have significant positive effect on employees' timely completion of job in manufacturing firms in Enugu State.

➤ Empathetic leadership have significant positive effect on employees' output level in manufacturing firms in Enugu State.

5.2 Conclusion

This study examined the impact of mental health resources on employee performance in Enugu state's manufacturing sector. The findings reveal that both mental health services education and empathetic leadership significantly influence employee performance. Mental health education programs equip employees to manage stress and identify potential mental health challenges amongst colleagues, ultimately enhancing efficiency. Furthermore, empathetic leadership, characterized by understanding and support for employee well-being, motivates employees and fosters a productive work environment. These results suggest that by providing comprehensive mental health resources, manufacturing firms in Enugu state can create a supportive environment that promotes not only employee well-being but also improved overall performance through increased efficiency and productivity.

5.3 Recommendations

❖ Manufacturing firms should prioritize investment in mental health resources. This includes implementing educational programs that equip employees to manage stress and recognize mental health issues in themselves and colleagues. These programs can be combined with access to confidential mental health services to ensure employees feel supported and empowered to seek help if needed.

❖ Leadership development programs fostering empathy and emotional intelligence are crucial. By actively listening to employee concerns, recognizing contributions, and creating a supportive work environment, leaders can motivate employees, reduce stress, and ultimately unlock their full potential, leading to increased productivity within the company.

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